



LEADERSHIP AND QUALITY MANAGEMENT IN EDUCATION- HUMAN RELATIONS APPROACH TO ADMINISTRATION

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ABSTRACT

Human relations approach mostly relevant to relations between workers and employers which are not regulated by legal norms. These relations are involved with moral and psychological rather than legal factors. In educational institute pupils are clients or outputs of school and colleges. The learning program or process is mainly depending on personal relationships between, Managers, teachers, pupils, parents, community members, organizers and administrators. It gives an effective and efficient impulse to the educational process. This paper attempts to examine and explain the human relations theory on the conceptual or theoretical perspective of its various dimensions.

KEY WORDS: Human Relations, Education, Education, Organization, Administration, Management.

INTRODUCTION:

Educational management deals with two aspects – theory and practice. Academics develop theories and teachers and educational administrators engage in practice. Management theories have three approaches – Scientific management approach, Human relation approach and Behavioral approach. Frederic Taylor originator of scientific management approach believed in mechanistic approach as he treated man as a machine. Man is considered a rational, logical, orderly and conforming being. This way of looking may limit man's ability to innovate. Mary Parker Follett (1868- 1933) recognized the importance of the human factor in administration. He believed that fundamental problem in all organizations was developing and maintaining dynamic and harmonious relationship. The human relations movement emerged in the late 1930s as an outgrowth of scientific management due to de-humanization of organization and against treating human beings as cogs in the machine. However, a major change in organization theory came after the results of the Hawthorne experiments, conducted by Elton Mayo and others during the 1920s. In 1920, Elton Mayo started Hawthorne experiment in Chicago revealed that informal social groups affect the functioning of an organization.

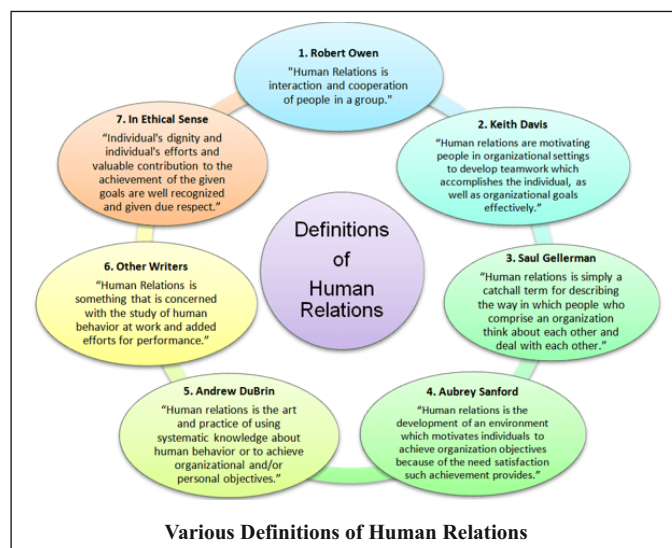
If we break the word Human relation approach we get the words of Human which refers normal men and women with all their characteristics. Word Relation refers the way in which two or more people or things are connected; a thing's effect on or relevance to another. Approach denotes as a more general term that encompasses planning and consideration and method as the specific way something is taught. Human Relations express the interrelations among persons, usually in the context of improving or providing satisfying relationships.

The term human relations refer the relations between workers and employers which cannot be regulated by legal norms because these relationships are concerned with moral and psychological rather than legal factors. Human Relations refers to the interrelations among persons, usually in the context of improving or providing satisfying relationships. Though industrial organizations don't care and such types of relations which confused organizations. Human relations approach give emphasis on people and their motivation besides classical theorists who emphasized on structure and principles. It believes in analyzing the multi-dimensional nature of human beings and their interactions, to understand the working of organizations. It also emphasizes on the study of informal organizations to understand the working of formal organizations.

Human relation approach came from human relations theory. Both admit the importance of human being in the work place. In business, management or administration we deal with human being. Every men and women are human being and they are the employees who are related with institutions like - financial, educational and industry. Human relations theory is the psychological concept of human relation. This theory believes that employees are important part of any organization. Success or failure of any organization depends on its employees. They play the vital role in the case of productivity and work hard for achieving the organizational or company's goals or target. In public sector organization public received better service due to employees.

For good going of school growth and its maintenance school administrators have to maintain a better working environment for the staff, students and community. Uncooperative attitude of the administrator may be hindrance in school success. So, Newman (1997: p.115) points out “success in life depends upon the support

and help of other people. No one makes it alone”. Proper factors and suitable conditions motivate workers which disclosed the importance of human and social cause like – needs, perceptions, feelings attitudes as well as relationships – in the workplace (Saffertone, 2005, pp.5-6). Human relations approach has its own perspectives which increase human attributes within the organization. This approach tries to integrate the human phenomena which help in smooth going of organization with the participation and decision making of the workers (Hoy & Miskel, 2008). “The Human Relations theory recognizes the social and psychological factors” (Mainul and Abdul, 2009, p.35). In Human-Relations theories individual satisfaction & motivation of worker is more important because they are the efficient resources which are the main source of production. Not only for those workers are related among themselves motivation and individuals as well as group performance (Cole and Kelly, 2016, pp.62). Frederick Winslow Taylor introduced Scientific management theory with the aim of 'increasing productivity and reducing labor cost' (Chand, 2017). According to Taylor, “scientific management means knowing exactly what you want men to do and then see in that they do it in the best and cheapest way”. Managers should create an ideal environment for employees to perform better in their work and for better productivity. He also said that for better productivity manager have to motivate workers with the help of human approach (Chaturvedi 2017). Professor Elton Mayo introduced Human Relations theory with the intend of proving the important of employee for productivity but not machines (Perry, 2017).



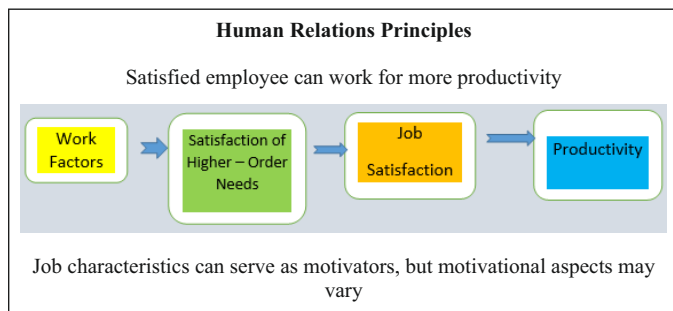
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Principles: Human Relation Theory has its own Principles which are -

- To give recognition and appreciation to the employees.
- To realize the feelings and emotions of the workers.

- Allow freedom to the employees.
- To talk with employees.
- Job security and job satisfaction
- Communication among workers and organizations
- Participate in decision making

All of all these principle increase productivity of the organization and create job satisfaction among workers. Principles of Human Relation Theory easily shown by a diagram -



IMPORTANCE:

In management or organizations relationships between employees and management is very important issue. Human relations approach provides employee's needs, fostering workplace culture and abolishing conflicts between and among employees as well as and management. Others important are –

EMPLOYEE COLLABORATION AND WORKPLACE CULTURE:

Human relations approach help to build collaboration among the workers which can help in tackle difficult challenges and also improving work culture which fostering productivity.

IMPROVING EMPLOYEE RETENTION:

Human relations approach creates good relations among the employees. Their inter relations helped them to retain in a particular organization. Employee retention may be good for high turnover.

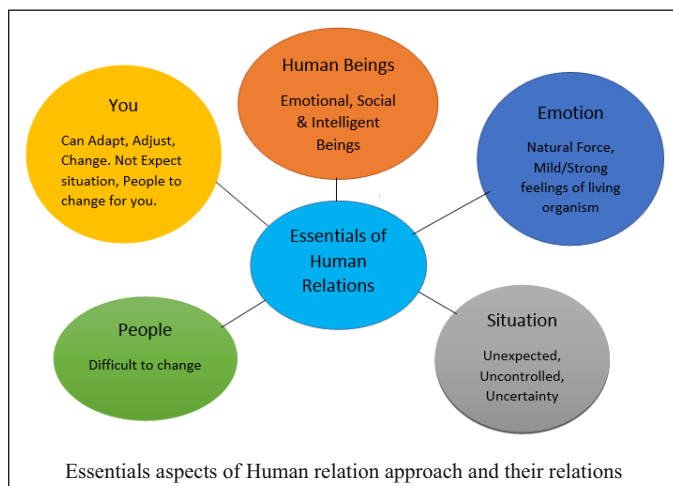
MOTIVATION AND PRODUCTIVITY:

Workplace relationships help to create employee motivation which is important for productivity. Productivity is the key to any organizations because every company or organizations need financial benefit.

FOSTERING EMPLOYEE CREATIVITY:

Modern competitive World always wants to receive or get new things or product. For that men need to do something new. Creativity came from creative mind and creative mind need stable life which provides human relation approach. Communication, sharing ideas, quality workplace relationships among employees do lead to creativity. Creativities mind can solutions any organization problems.

Importance of human relation approach came from its essentials. Take a look of its essentials



ADVANTAGES:

There are some Advantages of Human Relations Theory -

- Improves productivity of employees.

- Removes grievance among the employees.
- Improves Employee Retention.
- Creates good human relationships.
- Improves goodwill of company.
- Help in fair, acceptable and efficient leadership.

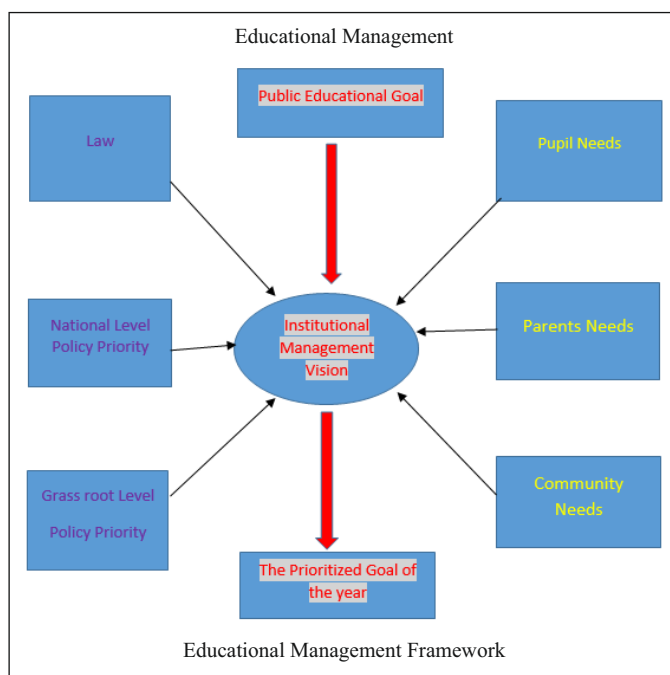
DISADVANTAGES:

There are also some disadvantages of Human Relations Theory which are –

- It does not include productivity of workforce.
- It does not show road-map of work.
- It is a more theoretical concept rather than practical activity.
- It is difficulty of Analysis.
- There is an objectivity problem in this theory. It is bias with Subjectivity.

HUMAN RELATIONS APPROACH IN EDUCATIONAL ADMINISTRATION:

The word Administration denotes the direction, coordination, and control of men for providing facilities for the purpose of accomplishing an objective in the favor of an organization. There are good implications of a human relations approach in educational administration. Human relations approach encourages employee enthusiasm, teaching, leadership strategies, decisions, etc. Human relations help to think and work in democratic style for the developed of the administration. Individuals should treat as a human being within the organization so that team work can build among them and they can work together for the betterment of the organization. In educational organization if principal or head of the institute utilizes human relations approach staff may work freely as a team without fear or concern of administration. Educational administration deals with lots of educated people they don't like suspicious monitor work over them. Not only from the teacher aspect pupil also dislike over supervision over them. Teacher pupil relation desirable good condition for more productivity because educational institution is the factory where good citizen is made for better future. Administrator also uses human relations to keep healthy environment for the institution. In educational organization every person – teaching, non – teaching, persons related with administrator and management, pupil should build good human relation among each other to smooth running of the organization for the betterment. In the aspects of leadership head of the institute also maintain good human relation with the all staff, respect each other and fostering healthy personal relation in the favor of organization. Following diagram shown how educational institutions related with human relation approach.



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